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# To the *Supervisors* of the Department



From the Director of Personnel..



## OBJECTIVES OF IN-SERVICE TRAINING

In making you a supervisor or an administrator, "The Department" recognized your ability, offered you a challenge and with confidence gave you authority--and responsibility. You represent management at your level. You exercise management's authority.

You are expected to face problems and solve them. This involves training yourself, being trained, and training others.

The Department can help you some by providing general opportunities for self-development, encouragement in the form of incentive programs, plans for evaluating your performance at regular intervals and aids such as \*"Guide Posts for Supervisors" containing a variety of "Conference Outlines."

Your agency can see that you have well defined objectives, sound advice, adequate standards, good work environment, stimulating leadership and knowledge of the best methods of administration.

The rest is largely up to you. You have to learn the standards, responsibilities, principles and methods; understand the organization and objectives; prepare yourself and others for the next job ahead; acquire skills and knowledge needed in your job, and keep informed on technical advances affecting your job, those you supervise, and those to which you aspire.

You are responsible for carrying out the Department's Training Program.

## A STATEMENT OF DEPARTMENT TRAINING POLICY

"Employee training will be maintained as a means of promoting effective and economical service. The training will be designed to help the employee become adjusted to his situation, to render optimum service on the job in terms of mutually understood standards of performance and accomplishments, and to help him prepare for broader service and for advancement to work of greater responsibility.

Development on the job of the abilities of employees is a major responsibility to be shared both by employees and by those who supervise their work."

\*NOTE: "Guide Post for Supervisors" contains suggestions which you can use to train yourself or others. Some of the uses in relation to the six In-Service Training Objectives are shown on the last page of this leaflet.





OBJECTIVES OF IN-SERVICE TRAINING

The following six objectives outline the Department's in-service training program. Objectives I, II and III refer to performance; IV and V to supervision; and VI to scientific and professional standards.

	RESPONSIBILITY		
	AS AN INDIVIDUAL	AS A SUPERVISOR	FOR THE AGENCY
<b>1 ORIENTATION</b> Orient Each Employee.  The first step in training an employee is to help him become acquainted with his work and his surroundings. Orientation training helps the worker to know the purpose and place of his job in the work of the Agency and of the Department as a whole.	Understand the organization of his own unit, his agency and the Department, and their relationships.	Prepare individual orientation training plan for each employee and see that the plan is carried out.	Initiate agency plan, or adapt Department training plans and material; train supervisors in their use.
<b>2 JOB TRAINING</b> Insure that each employee knows what his job is and how to do it.  Each employee in the Department must know what is expected of him, be familiar with the standards of performance for the job; understand what additional information and skills are needed to meet the requirements of the job; and then proceed to qualify himself for the task that is assigned to him.	Learn the standards, responsibilities and possibilities of job; and strive toward those goals.	Prepare on-the-job training plan and adjust it to the needs of the employee.	Adapt pattern, develop standards, apply methods to specific needs, and direct work of supervisors.
<b>3 CAREER DEVELOPMENT</b> Give each employee the opportunity to fit himself for a job ahead and to develop an understudy to take his place.  Opportunity for a satisfying career in the Department of Agriculture should be provided each employee. He should be familiar with the possible lines of advancement and the experience and training necessary to qualify for positions of greater responsibility. Each employee should be encouraged to develop a career service plan.	Prepare for next job ahead in career service plan.	Assist employees to prepare for advancement; develop an understudy for each job under his supervision.	Adapt policy and do necessary training to make promotional plan more effective.
<b>4 SUPERVISION</b> Develop each supervisor in the skills of supervision.  Skills of supervision are key factors in the operation of an organization. On the supervisor rests some of management's responsibility, and through him operates some of management's authority. In his own unit, each supervisor in effect is management. If he fails, management fails.  A good supervisor presents the work of his unit in such a light that the employee recognizes accurate performance of assigned duties to be of mutual advantage to himself and his organization.	Acquire supervisory skills and knowledge necessary in the job and prepare for advanced supervisory responsibilities.	Train supervisors reporting to him, use good supervisory practices.	Develop and conduct supervisory training programs.
<b>5 ADMINISTRATIVE MANAGEMENT</b> Encourage management to know the principles and practices of administration.  Administration includes determining policy, organizing each unit into an effective machine, maintaining a staff, developing cooperative relationship with public and private agencies, and accounting to the public for costs and accomplishments.  Since training in administration is not generally required for entrance into the Department of Agriculture, it is the responsibility of the Department to supply this training.	Learn administrative principles and practices necessary in own job and prepare for advanced responsibilities.	Understand administrative processes of the job and the job ahead; see that supervisors and administrators reporting to him understand their administrative responsibilities.	Initiate agency plan or adapt Department pattern; demonstrate principles and best methods of administration.
<b>6 PROFESSIONAL DEVELOPMENT</b> Provide management with methods of exercising and developing scientific leadership.  The program and activities of Agriculture are such that the work of a majority of the employees is professional, scientific or technical in nature. Every individual engaged in such work must put forth definite effort to keep abreast of current developments in his particular field.  ----- Improvement of the staff and its efficiency will be in proportion to the responsibility each individual assumes for systematic professional study.	Keep informed on technical advances in own field and prepare for greater professional responsibilities.  ----- Training will increase the satisfaction which employees get out of their job.	Integrate plans and devices into regular supervisory responsibilities.  ----- No employee should be assigned to a position for which he is not trained.	Work out a program for stimulating technical leadership and professional development among employees in the agency.  ----- The direct purpose of in-service training is to increase and maintain the efficiency and economy of the Department's operations.



UNITED STATES DEPARTMENT OF AGRICULTURE

**KEY TO USE OF GUIDE POSTS FOR SUPERVISORS  
FOR MEETING IN-SERVICE TRAINING OBJECTIVES**

GUIDE POSTS FOR SUPERVISORS		IN-SERVICE TRAINING OBJECTIVES					
Use these Guides to train yourself and others to meet the USDA Objectives		Professional Development 6 Administrative Mgt. 5 Supervision 4 Career Development 3 Job Training 2 Orientation 1					
Guide Numbers and Contents							
SECTION I	POLICY AND OBJECTIVES	x	x	x	x	x	x
SECTION II	FRAMEWORK IN WHICH WE OPERATE						
(2)	Conditions - Methods - Structures	x	x	x	x	x	x
(3)	What a Good Administrator Thinks About	x	x	x	x	x	x
(4)	What a Good Administrator Does and Is					x	x
(5)	Leadership Traits Essential for Good Supervision				x	x	x
(6)	The Responsibilities of Supervisory Officials				x	x	x
SECTION III	GUIDE SHEETS FOR IMPROVING SUPERVISION						
1	Knowing Your Program Policy and Objectives	x				x	
2	Knowledge of the Jobs Supervised	x	x			x	
3	Organizing My Unit for Efficient Production				x	x	
4	Work Planning		x		x	x	
5	Housekeeping Responsibilities		x				
6	Working Relationships		x		x	x	
7	Selecting Personnel			x	x		
8	Employee Orientation and Information	x			x		
9	Training	x	x	x	x	x	x
10	Communications		x		x	x	x
11	How to Sell Your Ideas		x		x	x	x
12	Making Work Assignments		x		x		
13	Motivation	x	x			x	
14	Evaluating Work		x		x	x	x
15	Improvement of Work Methods		x			x	x
16	A Safety and Health Program		x			x	
17	Disciplinary Actions	x			x	x	
18	Methods of Appraising Supervision		x		x	x	
19	Career Development Guide			x	x	x	
20	Bibliography	x	x	x	x	x	x